

AR79

*W. S. J. C.*  
*2/2/65*





## AIMS AND OBJECTS

### OF THE CANADIAN CREDIT MEN'S ASSOCIATION LIMITED

Under the Letters Patent and Supplementary Letters Patent issued to the Company the purposes and objects of the Company are:

- a To enquire and report to creditors upon the financial standing of persons, merchants, firms and corporations; and to exchange among subscribers information as to the credit and standing of merchants;
- b To collect book accounts and negotiable instruments and to carry on a general collecting agency, and to carry on a jobbers credit clearing house in all its branches;
- c To act as bookkeepers, accountants, auditors, arbitrators, adjusters and agents for any person, firm or corporation engaged in or carrying on any business similar to that carried on by the Company;
- d To print, publish and issue any trade or other pamphlet, journal, magazine, or bulletin and to buy or sell advertising space therein;
- e To engage in or carry on any business or transaction which may directly or indirectly enhance the value of or render profitable the Company's assets, properties or rights;
- f To acquire, hold and dispose of shares of the capital stock of any other Company, and to invest its funds in the purchase of any such shares;
- g To act as assignee for the benefit of creditors, receivers, liquidators, arbitrators, trustee for creditors and to receive, hold, manage, lease, sell or dispose of any and all property which may come to or devolve upon it by virtue of any such position of trust or may be subject to any such trust;
- h To administer, fulfil and discharge the duties of any such trust for remuneration;
- i To act generally as agent or attorney for the management and winding up of estates, partnerships, companies or associations;
- j To collect rents, dividends, interest, mortgages, bonds, bills, notes and accounts;
- k To act as selling agents for the sale of stocks-in-trade, fixtures, real estate and other assets of retail merchants, firms and corporations;
- l To use and apply the funds of the Company for the improvement of existing credit conditions;
- m To act as a creditors' trustee for or in respect of any action, matter or thing which may be required by any creditor in relation to the realization of any claim, debt or demand whether by corresponding, arbitrating or otherwise settling the same, taking action, suit or other proceeding thereon, acting at any meeting of creditors or in taking any other proceeding which may be in the interests of such creditor or necessary to realize upon any such claim, debt or demand;
- n To act as a trustee for or on behalf of any person, firm or corporation for the purpose of realizing upon any claim, debt or demand, and to execute, carry out and administer any trust which may be necessary for such purposes;

The operations of the Company to be carried on throughout the Dominion of Canada and elsewhere.

# HIGHLIGHTS

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By-law passed for extensive re-organization of Association.

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Membership at February 29, 1964, 3,807, increase over last year of 5.85%.

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Credit Interchange Reports issued during year 1,178,542.

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9,366 attend 323 District and Monthly Meetings.

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Collection Departments recover \$1,760,415 bringing 5 year total to \$6,749,151.50.

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Third booklet published in Library of Credit Reference series.

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Legal transaction information provided through '*Commercial Law Record*'.

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Operating revenues at February 29, 1964, \$1,251,745, increase of 9.5%.

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New high of 753 in student enrolment in Credit Management Course.

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**THE CANADIAN CREDIT MEN'S ASSOCIATION LIMITED**  
**HEAD OFFICE: SIX CRESCENT ROAD, TORONTO 5, ONTARIO**



# DIRECTORS



Vice-President, G. WISHART,  
*Burns & Co. Limited,*  
*Winnipeg, Man.*



Vice-President, A. L. IRWIN,  
*Canada Wire & Cable Co. Ltd.,*  
*Toronto, Ont.*



M. G. SMITH,  
*Imperial Oil Limited,*  
*Halifax, N.S.*



YVAN BEAUSÉJOUR,  
*United Auto Parts Inc.,*  
*Montreal, P.Q.*



J. GAME,  
*General Films Limited,*  
*Regina, Sask.*



J. MEAD,  
*Marshall Wells of Canada Ltd.,*  
*Saskatoon, Sask.*



S. E. MURRAY,  
*Taylor, Pearson & Carson*  
*(Calgary) Limited, Calgary, Alta.*



G. O. BOSTROM,  
*Canada Packers Limited,*  
*Edmonton, Alta.*



# PRESIDENT'S REPORT



President, WM. RUSHTON,  
*Gault Brothers Limited, Vancouver, B.C.*

Your Association, at the mature age of 54 years, can look back on 1963 as a time of unusually high achievement in all departments. Increased service was provided to the business community by an expanding membership, whose numbers rose faster during this period than in former years. Canadian commerce, taking full advantage of the benefits provided, has used effectively the services of Credit Management to the end that new highs have been reached in sales and production in all fields of endeavour.

Your Association is proud of the part it has played in building our 44 billion dollar gross national product by providing fast, factual, and up-to-date credit information, enabling increased sales to be made by an ever-widening number of member firms.

## **Membership**

At our fiscal closing on February 29, membership stood at a new high of 3,807, a net increase of 202 over the previous year, equal to 5.85%—more than double the 1962 increase. Our membership has now steadily moved forward for 20 consecutive years,

clearly indicating the value of our services to old and new members alike.

On January 2 a branch was opened in St. John's, Newfoundland, completing our network of integrated offices from coast to coast. From this area we welcome 26 new members whose numbers we confidently believe will be increased in the months ahead.

## **Credit Interchange**

Last year the functions of this Department and the benefits to members were covered at length in a special section of the Annual Report. It is gratifying to record further growth in this Department during the year in which members requested and were supplied with 191,131 reports as against 175,156 a year ago.

We are particularly pleased to record that members used 96.8% of the reports made available to them under their contracts as compared with 92% the previous year. In addition, we supplied free of charge 987,411 reciprocal reports which are provided each time our members furnish a line of information on our 'Daily Enquiry Sheets'. The high efficiency of this Department is dependent upon the prompt daily return by members of these sheets after they have inserted their information on the accounts listed. By doing this, members assure themselves of constant, up-to-date reports on their problem accounts.

During the year 865,314 'Daily Sheets' were mailed to our members in all Divisions. Of these 61.2% were returned—an increase of 2.24% over the previous year. The quality of our reports is based on the cooperation of our members and these figures indicate there is room for a greater degree of cooperation in order to maintain this service at the highest possible level.

## **Industry Credit Groups**

This Annual Report features this key service in a special section. The alert Credit Manager knows there is no substitute for face-to-face discussion in order to bring out all the necessary facts pertinent to arriving at sound decisions. The industry, and those who operate within it, benefit greatly from these monthly round-table discussions. Every Credit Man-



ager should strive to maintain a perfect attendance record at the meetings of the one or more groups in which he is interested. Only in this way can he be sure of obtaining maximum benefit. One item of information missed through absence from a meeting could prove costly to a Credit Manager's company. Everyone should read this section carefully and make plans to increase his activity at Industry Credit Group meetings.

### District and Monthly Meetings

We are pleased to note the increased attendance at these meetings. During the year 323 meetings were held, an increase over the 295 of a year ago. Most important, the total attendance was 9,366 compared to 8,488 a year ago.

These meetings provide an opportunity for the Credit Manager to meet his contemporaries and exchange ideas. Great care and effort goes into their planning and it is gratifying to see the attendance gains. These indicate that improved quality both in speakers and subject matter, is resulting in increased participation.

### Collection Department

The activity of our Collection Departments has once again proven to be an excellent business barometer. Canadian business and industry had a good year, particularly in the last two quarters. Generally speaking, collections were better than in the preceding year. This is reflected in the fact that we received 13,345 claims as against 14,982 in 1963. The dollar value of these claims was \$3,548,416.44 and our Departments recovered \$1,760,415.57, or 49.6%. Our annual recoveries for members over the past five years average \$1,349,840.30—and this from claims that our members had worked on previously, and which in most cases, were in excess of 90 days past due when received.

During the year 11,194 'Special Letters' were written compared with 11,114 in 1963. This service produces excellent results at a very small cost. Our members continue to report recoveries from 60% to 90%, and naturally those who use 'Special Letters'

earlier in the collection system obtain better results.

'Free Demand Drafts', Step No. 3 of our collection system, continues to be an effective tool in the hands of Credit Managers. These are available in both French and English, and the ratio of payments to drafts drawn continues to exceed 60%. For a number of years we have provided a series of collection stickers attractively printed in both French and English. We recommend that these be affixed to 30- and 60-day past-due statements. The use of these reminders is increasing, a sure indication of their collection effectiveness.

### Adjustment Bureau

As all but one of the Divisions of the Association have now retired from the field of bankruptcy, considerable progress has been made in clearing up estates at present under administration. Only 233 are now left in our hands of the 310 at the beginning of the fiscal year. A concerted effort is being made by all Divisions to complete the administration and finalize the bankruptcy estates on hand. The decrease of 77 during the year is indicative of real progress being made.

In addition to formal bankruptcies, we are handling 98 *informal arrangements*, the bulk of them being Extensions and Compositions. During the fiscal year, the amount of trust funds on deposit decreased by \$276,608.00 to \$823,578.00.

At the same time commercial failures under the provisions of the Bankruptcy and Winding-Up Acts in the calendar year 1963, showed *an alarming increase in number and in the amount of defaulted liabilities, both of which reached figures never before recorded in Canada*. The number of failures increased by 488 to 3,678, or 15.3% above 1962, which also showed an increase from the previous year.

Liabilities rose from \$149,440,000 to \$193,771,000, a rise of 29.7%. There has also been a noticeable increase in wage-earner bankruptcies, usually handled under the Summary Administration Section, to 1,588 in 1963, an increase of 396 or 33.2% over the previous

year. The number of Proposals was up slightly from 592 to 643.

To assist its members your association maintains at its Head Office a highly qualified staff member, Mr. P. J. Houghton, who is becoming widely known for his knowledge in bankruptcy matters.

During the year we maintained close contact with the Department of Justice in connection with the brief presented in 1962 dealing with the investigation and prosecution of fraudulent bankruptcies. We are reliably informed that it, along with several other submissions, is under active consideration. (*Hansard* March 12, 1964.)

Last November, the Association presented a brief, and our representative and legal counsel attended hearings before the Standing Committee on Banking and Commerce, in successful opposition to Bill C-5. Had this Bill been enacted, it would have put general suppliers to a bankrupt processor of primary products, in an inferior position to the primary product supplier.

Numerous informal meetings of members were held throughout the year at the Divisional level to consider debtor's affairs and particularly to study various informal proposals placed before them. It is encouraging to note that in many instances these resulted in amended proposals providing increased dividends and greater measures of protection. It is in this field, in particular, that the services of the local Adjustment Bureaus can be of material assistance to members, and I suggest if you have any problems in connection with bankruptcies or proposals that you consult your Divisional Manager.

In view of the fact that in most areas we are no longer competing with other trustees for bankruptcy business, we are in a position to police them when necessary and to insist that proper procedures be followed and unreasonable fees and disbursements controlled.

### Publications

Our quarterly publication, *Viewpoint*, has continued to be mailed to Credit Managers of all member companies and to one or more other executives in these companies. Also,



we send it to a select list of newspapers and other publications. The latter have quoted *Viewpoint* during the year either completely, or in part, and we continue to have our member companies asking for additional reprints for distribution within their own organizations.

*Credit Management Review*, which is issued at frequent intervals, is specifically designed to cover items of special interest to the Credit Manager. Here, again, we have found it necessary to reprint certain issues in order to supply the demand for additional copies. Newspapers and business publications on our mailing list have used the contents of a number of these in their entirety. *Credit Management Review* is directed to the Credit Manager and on the reverse side contains items of local Divisional interest.

### **Business Shows**

In Montreal and Toronto the Association engaged space and set up booths in a number of business shows, particularly where our members were exhibiting. In these cases a direct telephone line was installed from the show location to our Interchange Office and immediate credit reports were offered to all exhibitors. At the Furniture Show held in Toronto early this year we supplied in excess of 500 reports. This has not only expanded our prospect list, but enabled us to bring several new companies into membership, as a result of explaining first-hand the speed and quality of our Credit reporting service. The most recent business show in which the Association participated was International Trade Fair in Vancouver held in May, 1964.

### **Credit Education**

Because of the changes and advances in Credit Management, The Canadian Credit Institute continues to stress the importance of education by providing various programs for personal development. During the past year, progress has been the keynote of the Institute's activities, and student enrolment numbering 753, surpassed the previous record. This indicates an obvious recognition by Credit Management for the need of proper

training to maintain a high professional standard.

### **Library of Credit Reference**

This series was established almost two years ago to meet the demand for literature applicable to the field of Credit Management. The third booklet in this series, *The Bankruptcy Act*—the privileges, protection and rights of creditors, was issued in February, 1964, and its reception was excellent. Sales of the previous booklets, *Types of Security Available to Credit Managers* and *Condensed Laws of Business for Credit Managers*, have held up so well that second printings of both issues were required. Research on additional subjects is constantly being developed, and further booklets will be published upon completion and approval of such work. The Credit Manager of every member firm should have these three booklets in his library for they are of real practical assistance in our day-to-day work.

### **Seminars**

Your Association, through The Canadian Credit Institute, has embarked on a fairly extensive program of seminars, believing these are more useful than the former plethora of local conferences. The seminar, or workshop, dispenses with the formal atmosphere of a convention and is, instead, a concentrated one or two days' study of a particular subject of interest to Credit Management. A seminar on 'Financial Statement Analysis' was held for the Ontario Division at Gravenhurst, Ontario. In cooperation with the Quebec Division, another on 'Customer Counselling' was conducted at Ville l'Esterel, Quebec. The program for the Kingston workshop, sponsored by the combined Credit Women's Groups of Ontario and Quebec, was prepared by the Institute, the theme being 'Credit Policies in the Canadian Economy'. Yet another seminar dealing with 'Reporting to Management' and 'Credit Department Costs' was presented before the National Credit Executives' Forum in Montreal. Additional seminars were also held in Saskatoon and Vancouver in early April,

1964. The excellence of the attendance in every case is ample proof of the sincere interest that progressive Credit Managers have in continuing to broaden their education.

### **Credit Women's Groups**

Our four Credit Women's Groups continue to operate actively in the cities of Montreal, Toronto, Vancouver and Victoria. They provide a fine opportunity for lady Credit Managers and members of Credit Department staffs to meet in their own surroundings and under their own leadership. They gain experience in conducting meetings and directing their own organizations and are able to hear speakers on a variety of business subjects.

They have shown interest in the field of credit education by providing the encouragement of scholarships and awards for students of The Canadian Credit Institute. They have also given worthwhile assistance to the Association as a whole by maintaining their identity while taking on specific duties and carrying them out with a special feminine flair. Some of the Credit Women's Groups have also planned and conducted their own Workshops which have been highly successful.

I sincerely hope they will continue to increase in membership and impact on the Credit community and that additional groups will be formed in other locations across the country. Credit Managers should review their personnel to see if some could not join their local Credit Women's Groups with consequent increase in morale and efficiency of their Departments.

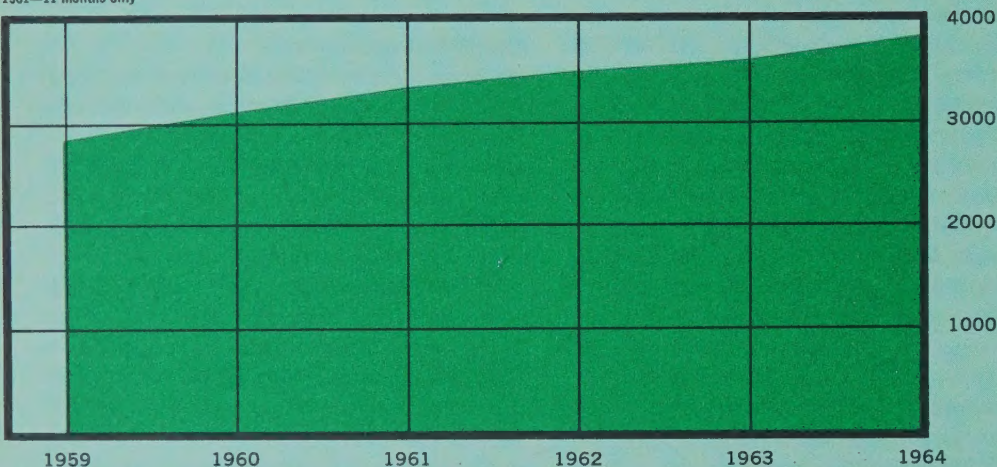
### **Commercial Law Record**

During the year your Association contracted for the issuing of a daily publication in Toronto and Montreal and weekly in St. John's, Newfoundland of the *Commercial Law Record*. This provides members, for a small additional fee, with all recorded or gazetted legal transactions within the area and enables them to watch daily (or weekly in St. John's) for all writs issued, judgments signed, new companies incorporated, changes in company names, partnerships formed, mortgages registered, liens and writs issued



## President's report (continued)

**1**  
ASSOCIATION MEMBERSHIP  
1961—11 months only



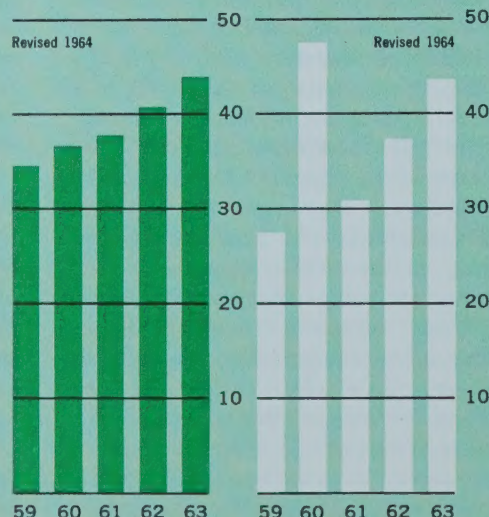
**2**  
AMOUNTS COLLECTED (MILLIONS OF \$)

COLLECTION CLAIMS (THOUSANDS)



**3**  
GROSS NATIONAL PRODUCT (BILLIONS OF \$)  
(AT DECEMBER 31)

DEFAULTED LIABILITIES (CENTS PER \$100.00  
OF GROSS NATIONAL PRODUCT)



and similar information. It has been found to be an invaluable addition to our services. In British Columbia this information is available to members as part of their *Daily Special Information Sheet*.

### Reorganization

At the last Annual General Meeting of Shareholders held in Toronto on May 14, 1963, the members passed a by-law known as 'By-law 100' to become effective at the next Annual Meeting to be held May 28, 1964 in Vancouver, B.C. When the new By-law is in force, the nine Divisions will be re-arranged into five Regions which follow more closely the trading areas of our Dominion. Simultaneously, the number of our Directors will be reduced from nine to six. These will be composed of one nominated from each Division and one Director-at-large, whom it is hoped to recognize as the 'Credit Manager of the Year'. This streamlining of the organization has been carefully planned over the past two years and will bring further efficiencies in the form of management control in our internal operation as well as some savings in administrative costs.

This is in keeping with the trend of many all-Canadian companies made possible through the faster communications now available and places our Association in a position for future adoption of electronic data processing. The expected immediate effect will be an improvement in services available to the members. Directors will meet four times a year instead of two as at present, and, therefore, will be better informed on changing conditions and able to plan more promptly to meet them.

### Summary

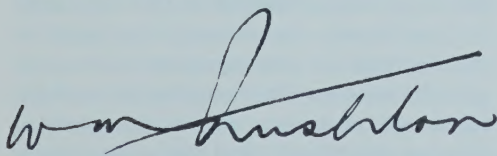
I am pleased to report to the members that the staffs at our various Divisions are at a high peak of efficiency and morale and all members who make full use of the services are fully aware of this. The financial condition of the Association is sound and this is reported on in full in the General Manager's Report which follows.



# RAPPORT DU PRÉSIDENT

I extend my thanks to the National Board of Directors who have individually and collectively worked hard and sincerely to maintain and increase the high standards already set by the Association. I record my sincere thanks and appreciation to our General Manager, E. T. C. Burke, FCI, whose loyalty and devotion to duty, high degree of professional proficiency and alert imagination continue to lead our Association to higher levels of service to members; to W. Murray MacDougall, our Secretary and Treasurer, who maintains an efficient accounting system, making available at all times accurate statistical information; and to every one of our 182 staff members for their fine day-to-day performance. I am sure we are singularly fortunate in the CCMA in the calibre of men and women who have been attracted to our staff, and we, in turn, have reciprocated by endeavoring to make their employment pleasant and secure.

I also thank all members of the Association who give generously of their time—the Presidents of Divisions, Boards of Governors and the many Committee Chairmen and members who all donate their talents in the many duties of a member-owned organization, making our profession so pleasant and rewarding, and further proving our motto 'Unity is Strength'.



Wm. Rushton, FCI  
National President, CCMA

Notre association, qui a atteint l'âge respectable de 54 ans, peut considérer l'année 1963 comme une période de réalisations d'ampleur exceptionnelle, dans tous les domaines. Par suite de l'accroissement du nombre de nos membres, nous avons pu développer les services que nous offrons au monde des affaires. Cet accroissement a été, en effet, le plus rapide que nous ayons jamais connu. Le commerce canadien, profitant pleinement des avantages que nous offrons, a utilisé efficacement ces services de la gestion du crédit, et des chiffres records de production et de vente ont été atteints dans tous les secteurs de l'activité économique.

Notre association est fière du rôle qu'elle a joué dans le développement du produit national brut de notre pays. Celui-ci atteint maintenant 44 milliards de dollars. Elle y a contribué en fournissant rapidement des renseignements précis sur le crédit, ce qui a permis à nos entreprises membres, toujours plus nombreuses, d'augmenter leur chiffre d'affaires.

## Nombre de membres

A la clôture de l'exercice, le 29 février, le nombre de membres atteignait le chiffre record de 3,807, soit une augmentation de 202 membres—ou 5.85%—par rapport à l'année précédente, et soit plus du double de l'accroissement de 1962. Le total de nos adhérents n'a donc cessé de croître depuis vingt ans, ce qui est un indice certain de la valeur des services que nous leur fournissons, qu'ils soient anciens ou récents.

Le 2 janvier, nous avons ouvert une succursale à Saint-Jean de Terre-Neuve, marquant ainsi l'achèvement d'un réseau qui s'étend à tout le pays. Nous avons accueilli vingt-six nouveaux membres de la région et nous sommes sûrs que ce nombre augmentera au cours des mois qui viennent.

## Echange de rapports

Une partie du rapport de l'an dernier expliquait en détail les fonctions de ce service et les avantages que nos membres peuvent en tirer. Il est réconfortant de noter que ce service s'est encore développé au cours de



l'exercice. En effet, nos adhérents lui ont demandé ou fourni 191,131 rapports, contre 175,156 au cours de l'année précédente.

Nous sommes particulièrement heureux de signaler que nos membres ont utilisé les rapports qui leur ont été fournis dans la proportion de 96.8%, contre 92% au cours de l'année précédente. De plus, nous avons fourni gratuitement 987,411 rapports réciproques qui sont envoyés chaque fois qu'un de nos membres fournit un renseignement sur nos "feuilles quotidiennes". L'efficacité de ce service dépend de la rapidité avec laquelle les membres retournent ces feuilles après avoir inscrit les renseignements sur les clients énumérés. En répondant promptement à ces questions, les membres s'assurent des rapports à jour sur leurs clients les plus problématiques au point de vue du crédit.

Au cours de l'année, nous avons envoyé 865,314 "feuilles quotidiennes" à nos membres, dans toutes les divisions. De ce nombre, 61.2% nous ont été retournées, soit une augmentation de 2.24% par rapport à l'année précédente. La qualité de nos rapports est fondée sur la collaboration de nos membres et ces chiffres indiquent que cette collaboration peut être encore intensifiée de façon à maintenir l'efficacité de ce service au plus haut point.

### Groupes de crédit industriel

Ce rapport annuel expose dans une section particulière ce qu'est ce service essentiel. Un bon directeur du crédit sait en effet que rien ne remplace une discussion en tête-à-tête pour faire ressortir les données qui permettront de prendre des décisions judicieuses. L'industrie, et ceux qui y travaillent, tirent de grands avantages de ces discussions mensuelles. Chaque directeur du crédit devrait s'efforcer d'assister assidûment aux rencontres du ou des groupes auxquels il s'intéresse. Ce n'est que de cette façon que ces chefs de service peuvent espérer en retirer le maximum d'avantages. Le fait de n'avoir pas obtenu un renseignement par suite de l'absence à l'une des réunions peut se révéler très coûteux pour une entreprise. Chacun de nos adhérents devrait lire soigneusement la sec-

tion consacrée aux groupes de crédit industriel et s'efforcer de prendre plus souvent part aux réunions des groupes de crédit industriel.

### Réunions de district et réunions mensuelles

Nous sommes heureux de constater que ces réunions ont connu une affluence plus grande que l'an dernier. Notre association a tenu 323 réunions, soit une augmentation sur les 295 de l'an dernier, mais, ce qui est plus important, le nombre de personnes présentes a été de 9,366, comparativement à 8,488 il y a un an.

Ces réunions permettent aux directeurs du crédit de rencontrer leurs collègues et d'échanger des idées. Elles sont préparées avec grand soin et il est réconfortant de constater que l'affluence y est de plus en plus grande, ce qui est l'indice que les conférenciers et les sujets traités sont toujours plus intéressants.

### Service de la perception

Une fois encore, l'activité de nos services de la perception s'est avérée un excellent baromètre des affaires. L'année a été bonne pour l'industrie et le commerce canadiens, et en particulier pendant les deux derniers trimestres. D'une façon générale, les recouvrements ont été meilleurs que l'an dernier, ce qui s'est traduit par le fait que nous avons reçu 13,345 demandes de recouvrement contre 14,982 en 1963. La valeur des demandes s'est élevée à \$3,548,416.44 et nos services ont recouvré \$1,760,415.57, soit 49.6% du total. Le montant moyen recouvré pour nos membres au cours des cinq dernières années s'élève à \$1,349,840.30 et provient de comptes sur lesquels nos membres avaient précédemment travaillé et qui étaient pour la plupart de plus de 90 jours en souffrance lorsqu'on nous a confié le recouvrement.

Nous avons écrit 11,194 "lettres spéciales" au cours de l'exercice, contre 11,114 en 1963. Ce service produit d'excellents résultats, moyennant des frais minimes. Nos membres continuent à nous signaler des recouvrements de 60 à 90% et, naturellement, ceux qui utilisent la "lettre spéciale" plus tôt dans

leur système de recouvrement obtiennent les meilleurs résultats.

Les "traites à demande", étape No 3 de notre système de recouvrement, continuent d'être un outil efficace pour les directeurs du crédit. Elles existent en français et en anglais et le pourcentage de paiement obtenu avec ces effets se maintient à plus de 60%. Depuis un certain nombre d'années, nous fournissons une série d'étiquettes collantes imprimées en français et en anglais. Nous recommandons de les apposer sur les relevés de comptes en souffrance depuis 30 et 60 jours. L'usage de ces imprimés de rappel se développe, ce qui est un indice certain de leur efficacité.

### Bureau de règlement

Toutes les divisions de l'Association, sauf une, ont maintenant abandonné le domaine des faillites et des progrès considérables ont été réalisés dans la liquidation des biens de faillite confiés actuellement à notre gestion. Il ne nous en reste plus que 233, contre 310 au début de l'exercice. Toutes les divisions font des efforts concertés pour mettre fin à ces gestions et liquider les biens subsistant encore. Le règlement de 77 faillites au cours de l'année prouve que nous avons réalisé des progrès certains.

Outre les faillites officiellement déclarées, nous nous occupons de 98 cas d'arrangements à l'amiable avec les créanciers qui, pour la plupart, sont des prolongations ou des compromis. Au cours de l'exercice, le total des fonds qui nous sont confiés en fiducie a diminué de \$276,608.00 et atteint maintenant \$823,578.00.

En même temps, les liquidations volontaires pratiquées pendant l'année civile 1963 aux termes de la Loi sur les faillites et de la Loi sur les liquidations, se sont accrues dans des proportions alarmantes, tant au point de vue du nombre des liquidations que du montant des exigibilités en souffrance. Des chiffres sans précédent ont été atteints dans l'un et l'autre cas. En effet, le nombre des liquidations s'est accru de 488 et a atteint 3,678, soit une augmentation de 15.3% par rapport à 1962 qui était déjà en augmentation par rap-



port à l'année précédente. Les exigibilités sont passées de \$149,440,000 à \$193,771,000, soit une augmentation de 29.7%. On a également noté un accroissement notable des faillites de salariés, qui sont généralement réglées par procédure sommaire. Celles-ci ont en effet atteint le chiffre de 1,588 en 1963, soit 396, ou 33.2% de plus, que l'année précédente. Le nombre d'arrangements a légèrement augmenté, passant de 592 à 643.

L'Association dispose au siège social, en la personne de M. P.J. Houghton, d'un spécialiste de grande compétence toujours prêt à aider nos membres dans les questions de faillite. M. Houghton jouit d'ailleurs d'une grande réputation pour ses connaissances dans ce domaine.

Nous sommes restés au cours de l'exercice en contact étroit avec le ministère de la Justice à propos du mémoire présenté en 1962 et qui traite des enquêtes et poursuites en cas de faillites frauduleuses. Selon des sources dignes de foi, notre mémoire, de même que d'autres suggestions présentées sur le même sujet, font l'objet d'une étude sérieuse. (*Hansard*, 12 mars 1964.)

En novembre dernier, notre Association a présenté un mémoire au comité permanent des banques et du commerce et a assisté aux dépositions devant ce comité des opposants au Bill C-5. L'opposition a d'ailleurs été couronnée de succès et le bill n'est pas entré en vigueur. Sa promulgation aurait fait que, les fournisseurs généraux d'une entreprise en faillite auraient été considérés comme transformateurs de produits primaires, c'est-à-dire qu'ils auraient été à un rang inférieur à celui du fournisseur de produits primaires.

Durant l'exercice passé, nos membres ont tenu, au niveau de la division, de nombreuses réunions non officielles au cours desquelles ils ont étudié l'état des affaires des débiteurs et particulièrement les propositions qui leur étaient officiellement soumises. Il est réconfortant de noter que, dans de nombreux cas, ces réunions ont abouti à la modification des arrangements en prévoyant des dividendes plus importants aux créanciers et de meilleures mesures de protection. C'est dans ce domaine en particulier que l'aide des bureaux

locaux de règlement peut être particulièrement précieuse à nos membres. C'est pourquoi, je leur conseille de consulter le chef de division, au cas où ils auraient un problème quelconque concernant des faillites ou des arrangements.

Etant donné que, dans la plupart des régions, nous ne sommes plus en concurrence avec les autres fiduciaires en ce qui concerne l'administration des faillites, nous pouvons exercer une surveillance sur leurs agissements si cela est nécessaire, insister pour que les procédures convenables soient suivies et réduire les droits et frais excessifs.

#### **Publications**

Nous avons continué d'envoyer notre publication trimestrielle "*Viewpoint*" aux directeurs du crédit de toutes les compagnies membres et à un ou plusieurs dirigeants de ces entreprises. De plus, nous l'envoyons à une liste choisie de journaux et autres publications. Ceux-ci ont cité "*Viewpoint*" au cours de l'année, soit in extenso, soit en partie, et les entreprises membres continuent de nous demander des tirés à part de nos textes pour les distribuer à leur personnel.

"*Credit Management Review*", que nous publions à intervalles fréquents, traite particulièrement de sujets intéressants pour les directeurs du crédit. Dans ce cas aussi, nous avons dû réimprimer certains numéros pour répondre à la demande de nos lecteurs. Les journaux et publications d'affaires à qui nous envoyons ce bulletin l'ont reproduit plusieurs fois dans son entier. "*Credit Management Review*" est destiné aux directeurs du crédit. Au verso du bulletin, on trouve des sujets d'intérêt local.

#### **Expositions**

A Montréal et Toronto, l'Association a loué de l'espace et présenté plusieurs stands dans des expositions commerciales, particulièrement dans celles où nos membres exposaient eux-mêmes. Dans ces cas, nous avions une ligne téléphonique directe avec notre bureau central qui fournissait immédiatement des rapports de crédit à tous les exposants. Au Salon du meuble de Toronto, au début de

l'année, nous avons ainsi fourni plus de 500 rapports. De cette façon, nous avons accru non seulement notre liste de membres possibles, mais nous avons pu obtenir l'adhésion de plusieurs entreprises à notre Association, pour avoir démontré directement la qualité et la rapidité de notre service de rapports de crédit. La dernière exposition à laquelle l'Association a participé est la Foire internationale du Commerce de Vancouver, en mai 1964.

#### **L'enseignement du crédit**

Par suite des changements et des progrès qui se produisent dans la science de l'administration du crédit, le Canadian Credit Institute continue d'insister sur l'importance de la formation dans ce domaine et offre plusieurs programmes d'étude destinés à la formation du personnel. Au cours de l'année passée, l'Institut a enregistré d'importants progrès, puisque le nombre d'étudiants inscrits à ses cours a atteint 753, un chiffre record. Ce fait est l'indice que les responsables de l'administration du crédit reconnaissent qu'une bonne formation est essentielle au maintien d'une qualité professionnelle élevée.

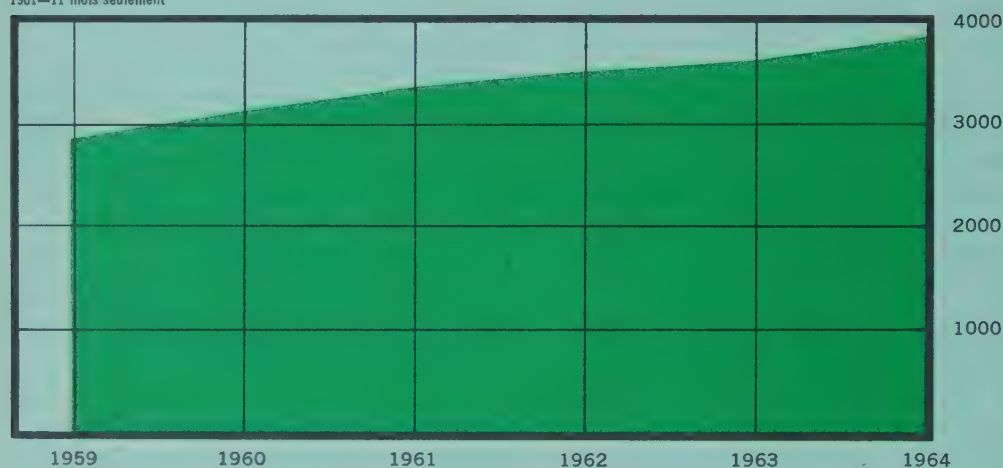
#### **Bibliothèque du crédit**

Nous avons entrepris il y a presque deux ans, la publication de cette série de brochures afin de répondre à la demande d'ouvrages spécialisés dans le domaine du crédit. La troisième brochure, intitulée "*The Bankruptcy Act—the privileges, protection and rights of creditors*" a été éditée en février 1964 et elle a été très favorablement accueillie. La vente des brochures précédentes—"*Types of Security Available to Credit Managers*" et "*Condensed Laws of Business for Credit Managers*"—se poursuit au point que nous avons dû faire une réimpression des deux ouvrages. Nous poursuivons constamment des recherches sur d'autres sujets et nous publierons d'autres brochures lorsque ces travaux seront terminés et approuvés. Le directeur du crédit de chaque compagnie membre devrait avoir ces ouvrages dans sa bibliothèque car ce sont des aides précieuses dans le travail quotidien.



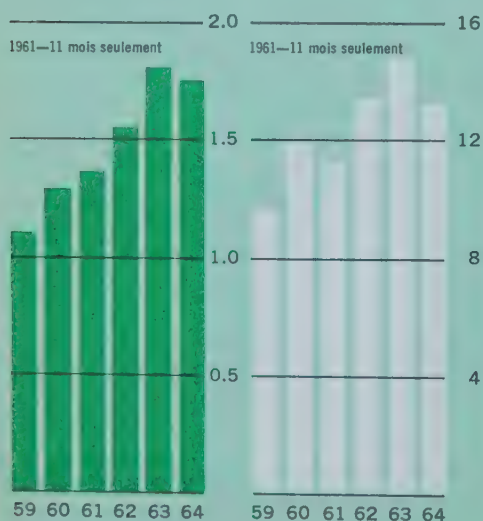
# Rapport du Président (suite)

**1**  
NOMBRE DES MEMBRES DE L'ASSOCIATION  
1961—11 mois seulement



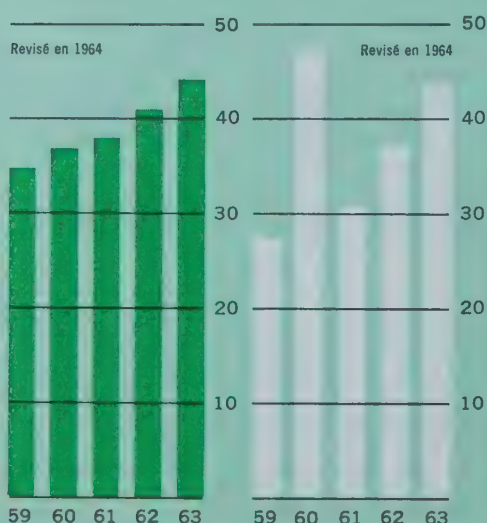
**2**  
MONTANTS PERÇUS (MILLIONS DE \$)  
1961—11 mois seulement

RÉCLAMATIONS (MILLIERS)



**3**  
PRODUIT NATIONAL BRUT (MILLIARDS DE \$)  
(AU 31 DÉCEMBRE)

EXIGIBILITÉS EN SOUFFRANCE (CENTS PAR \$100.00 DE PRODUIT NATIONAL BRUT)



## Journées d'étude

Notre Association, par l'intermédiaire du Canadian Credit Institute, a entrepris un programme assez considérable de journées d'étude, estimant que celles-ci seraient plus utiles que les trop nombreuses conférences locales. Les journées d'étude permettent d'éviter l'ambiance officielle d'un congrès et constituent plutôt une ou deux journées de travail intense sur un sujet particulier intéressant les directeurs de services du crédit. La division de l'Ontario a ainsi eu des journées d'étude sur l'analyse de bilan, à Gravenhurst. D'autres journées d'étude ont eu lieu à l'Esterel (P.Q.) avec le concours de la division du Québec et avaient pour sujet les conseils au client. Le programme de la journée d'étude de Kingston, organisée par les groupes féminins de l'Ontario et du Québec portait sur les méthodes du crédit dans l'économie canadienne. Une autre journée d'étude portait sur les rapports à la direction et sur les frais des services de crédit; elle a eu lieu à l'occasion du *National Credit Executives' Forum*, à Montréal. D'autres journées d'étude se sont déroulées à Saskatoon et Vancouver au début d'avril 1964. Dans chaque cas, la nombreuse assistance a prouvé l'intérêt que les directeurs du crédit soucieux de progrès portent à l'élargissement de leurs connaissances.

## Groupes féminins

Nos quatre groupes féminins continuent d'être très actifs à Montréal, Toronto, Vancouver et Victoria. Ils donnent l'occasion aux directrices du crédit et aux employées de ces services de se rencontrer entre collègues. Elles acquièrent ainsi l'expérience de la conduite des réunions et de la direction de leurs propres groupements, et peuvent aussi entendre des conférenciers traitant de divers sujets se rapportant aux affaires.

Ces groupes féminins ont prouvé leur intérêt également à l'enseignement des matières touchant au crédit en décernant des bourses et des prix aux étudiants du Canadian Credit Institute. Ils apportent également une aide précieuse à l'Association en conservant leur identité propre tout en pre-



nant charge de certaines tâches particulières et en les menant à bien avec un don bien féminin. Certains de ces groupes ont également organisé et réalisé leurs propres journées d'étude avec grand succès.

J'espère sincèrement qu'ils continueront d'accueillir un nombre toujours grandissant de membres et d'exercer toujours plus d'influence dans leur milieu. Je souhaite également que d'autres groupes de ce genre se forment dans d'autres endroits du pays. Les directeurs du crédit devraient passer leur personnel en revue et voir si certaines employées pourraient se joindre au groupe féminin de la ville. Ainsi, ils ne manqueraient pas de créer un meilleur esprit et d'accroître le rendement de leur service.

#### **Commercial Law Record**

Au cours de l'année, notre Association a passé un contrat couvrant la publication, quotidienne à Toronto et Montréal et hebdomadaire à Saint-Jean de Terre-Neuve, du "*Commercial Law Record*". Cette publication fournit aux membres, moyennant un léger supplément à leur cotisation, tous les actes faisant l'objet d'enregistrement ou de publication dans la Gazette, dans la région, et leur permet de suivre tous les actes judiciaires, les jugements rendus, les nouvelles compagnies incorporées, les changements de noms de compagnies, les associations formées, les hypothèques enregistrées, les privilèges émis et autres renseignements du genre. Cette publication s'est révélée extrêmement précieuse. En Colombie-Britannique, ces renseignements sont mis à la disposition de nos membres dans la "feuille quotidienne de renseignements spéciaux".

#### **Réorganisation**

A la dernière assemblée annuelle des actionnaires tenue à Toronto le 14 mai 1963, les membres de l'Association ont adopté un règlement, désigné sous l'appellation de "règlement 100" qui doit entrer en vigueur à la prochaine assemblée annuelle du 28 mai 1964, à Vancouver. A l'entrée en vigueur de ce nouveau règlement, les neuf divisions seront réorganisées en cinq régions coïnci-

dant plus exactement avec les grandes régions commerciales du pays. Simultanément, le nombre de nos administrateurs passera de neuf à six. Ceux-ci comprendront cinq administrateurs attachés chacun à une région et un administrateur sans affection spéciale à qui nous espérons pouvoir donner le titre de "directeur du crédit de l'année". Cette réorganisation a été soigneusement étudiée au cours des deux dernières années et elle entraînera des améliorations dans le contrôle de notre gestion, de même que des économies de frais d'administration.

Elle est dans la ligne de celle pratiquée par de nombreuses compagnies canadiennes et elle a été rendue possible par les moyens de télécommunication dont on dispose maintenant. D'autre part, elle permettra à notre Association d'adopter ultérieurement les moyens électroniques de traitement de l'information. Cependant, nous nous attendons que cette réorganisation entraîne en premier lieu l'amélioration du service fourni à nos membres. Les administrateurs se réuniront quatre fois par an, au lieu de deux, comme c'était le cas jusqu'à présent et, par conséquent, ils seront mieux informés sur l'évolution de la situation et mieux en mesure d'agir en conséquence.

#### **Résumé**

Je suis heureux de signaler aux membres de notre Association que le personnel de nos diverses divisions fait preuve d'un excellent rendement et est dans d'excellentes dispositions d'esprit. Les membres qui utilisent nos services en sont parfaitement conscients. La situation financière de l'Association est bonne, ainsi qu'en témoigne le rapport du directeur général qui suit.

J'ai le plaisir de remercier le conseil national d'administration dont les membres, individuellement et en groupe, ont travaillé ardemment et sincèrement au maintien des normes de qualité élevées déjà établies par notre Association. Je remercie également notre directeur général, M. E.T.C. Burke, FCI, dont le dévouement et la fidélité, la haute compétence professionnelle et le constant esprit d'entreprise continuent d'amé-

liorer le service que nous fournissons à nos membres. Mes remerciements vont également à M. W. Murray MacDougall, notre secrétaire-trésorier, qui veille à l'efficacité de notre système comptable, de sorte que celui-ci fournisse à tout moment des renseignements statistiques précis. Merci enfin à chacun des 182 membres de notre personnel pour le beau travail qu'ils fournissent chaque jour. Notre Association doit être particulièrement heureuse d'avoir pu attirer au sein de son personnel des hommes et des femmes d'une telle qualité professionnelle. En retour, nous nous efforçons de rendre leur travail aussi agréable et aussi sûr que possible.

Je remercie également les membres de l'Association qui donnent généreusement de leur temps, les présidents des divisions, les bureaux de gouverneurs, les nombreux présidents de comités et tous les membres qui consacrent leurs connaissances et leur savoir-faire aux activités d'une entreprise qui est la leur. Ce sont eux tous qui rendent notre profession si agréable et si pleine d'enseignements. Ce sont eux aussi qui confirment la justesse de notre devise "l'union fait la force".

Le président national de la CCMA,



Wm. Rushton, FCI



# DIVISIONAL PRESIDENTS OF BOARDS OF GOVERNORS



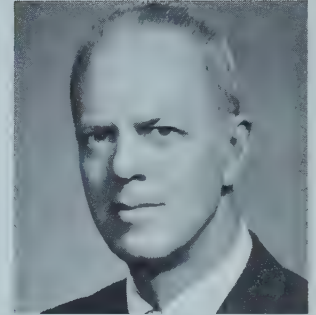
G. A. LOVE,  
*Canadian General Electric  
Co. Ltd., Halifax, N.S.*



ROLLAND NAUD,  
*Greenshields, Hodgson, Racine,  
Ltd., Montreal, P.Q.*



D. J. BROWN,  
*Sheldons Engineering Ltd.,  
Galt, Ont.*



GRANT MURRAY,  
*Rodell Corporation Ltd.,  
Winnipeg, Man.*



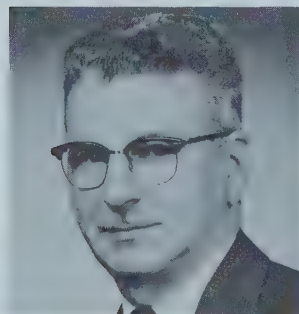
L. GARRETT (deceased),  
*MacDonalds Consolidated Ltd.,  
Regina, Sask.*



R. BARCLAY,  
*Merlin Motors Ltd.,  
Saskatoon, Sask.*



H. M. SYMONS,  
*United Farmers of Alberta  
Co-Op Ltd., Calgary, Alta.*



L. D. MARTIN,  
*Western Bridge-Div. Canada Iron  
Foundries, Ltd., Edmonton, Alta.*



C. S. OLIVER,  
*Moffats Ltd.,  
Vancouver, B.C.*



J. A. LEDSHAM, MCI,  
*Canada Wire & Cable Co. Ltd.  
Toronto, Ont.  
President and Dean  
The Canadian Credit Institute*



# REPORT OF THE GENERAL MANAGER

In the report of our President the continued growth of the Association has been covered in detail. It is only natural to expect that our financial operations will confirm this. We are pleased to report that our finances have shown further improvement during the year under review, which places us in an excellent position to consider further expansion in the years ahead.

Operating revenues for the fiscal year ended February 29, 1964, were \$1,251,745 compared to \$1,194,495 a year ago, an increase of 9.5%. This increase in total revenues comes from membership fees, Collection Department revenues, excess reports, and interest earned. The only serious decline was in Adjustment Bureau revenues. This, however, was expected, as we reported last year there would be a decline in this revenue as we continue to close estates and make final distribution to the creditors.

Expenditures for the year were \$1,194,036, compared to \$1,190,469 a year ago. It can be seen that expenses were carefully controlled. This has resulted in an operating profit for the year of \$37,658.

Review of the Balance Sheet shows our assets at \$553,213, up from \$504,947 a year ago. The ratio of current assets to current liabilities is now 9-1; up from 4.3-1 last year.

Accounts receivable as a percentage of total revenues this year stands at 8.9% as compared to 11% a year ago. The conversion of these into cash plus control of expenditures has enabled us to increase our investments to \$245,190 from \$171,944 last year.

We continue our policy of providing full allowable depreciation on our furniture and equipment, all of which is in excellent condition in order to provide maximum service to our existing members and with the minimum of new equipment to continue our program of expansion.

Unexpired membership fees increased over a year ago and now stand at \$401,066, a normal increase when the net increase in membership is taken into account.

When reviewing our Balance Sheet, you will notice we have provided a sum of \$23,000 to be used in the immediate future for further

expansion of our services. This will be accomplished by opening additional offices to more adequately serve our members in the growing number of business communities in various parts of Canada.

Careful analysis of our Balance Sheet and Operating Statement for the year under review will indicate that we are in a sound financial position. Like any other business, adequate financing is, of course, necessary. In our case its object is to provide improvements in our service that will be of assistance to our members in these days of extreme competitive pressures and rising costs.

In the year ahead we look for a sharp increase in postage costs. Effective April 1, 1964, a 50% increase was imposed on third class mail matter, which immediately affected our daily mailing to our nearly 4,000 members. This could be further increased if the cost of postage on local letters is stepped up from 4 cents to 5 cents. In spite of this, I am pleased to report that our earnings retained for continuation of Association activities is \$39,126, up from \$24,468 a year ago.

In spite of the distance that separates Head Office from the National President, Mr. Wm. Rushton has been of tremendous assistance during the year, as have the members of the Board of Directors. These men have provided invaluable service to the membership at large by their council and advice to those of us who perform the day-to-day operating functions of the Association.

To the Divisional Managers and every member of our staff in our 16 offices I extend my sincere appreciation for the manner in which they have dealt with the increasing problems of a rapidly growing organization. The Divisional Presidents, Boards of Governors, and Standing Committees have met regularly during the year and have continued to display their interest and to lend their help and advice as we meet the problems of Canada's expanding economy.

Respectfully submitted

  
General Manager



# INDUSTRY CREDIT GROUPS

Another important CCMA service  
for Canadian Credit Executives

One of the most important activities in which The Canadian Credit Men's Association is involved is that relating to the formation and operation of Industry Credit Groups.

An industry credit group is made up of credit executives in the manufacturing, wholesale or finance trade, who join together to exchange on a confidential basis, information concerning the paying habits of mutual customers and other pertinent credit data.

These credit executives usually meet once a month to discuss, among other things, marginal accounts with which members of the Group are having difficulty. These meetings are unique in that they provide the machinery for a group of otherwise competitive company representatives to exchange their credit experiences fully, frankly and freely on a group of accounts which are not essentially attractive from a sales point of view, which are a problem to those already selling them, and which are a potential problem to those who may be approached to authorize credit approval.

The major aims of an Industry Credit Group are to increase sales, reduce financing costs, assist ailing businesses, and curtail malpractices. Currently the Association sponsors 183 Industry Credit Group meetings each month.

The particular advantages which accrue to a member of The Canadian Credit Men's Association who joins an Industry Credit Group related to his own specific sphere of credit interest are many and varied.

One of the most important advantages relates to the handling of marginal accounts. For example, the mis-management factor, a prime cause of business failure, never appears on credit reports, but it can often be appraised through discussion at Industry Credit Group meetings. Nor is the state of activity in a given segment of industry apparent in credit reports or in general statistics of economic activity; but again, this information is often available from an Industry Credit Group. Frequently such information enables members to reduce or avoid losses on currently held accounts, or determines their acquisition or rejection of accounts

which seek credit extension.

Another valuable advantage emanating from Industry Credit Group meetings concerns long-term credit evaluations. Contact with other members in the same industrial group often provides the member with data concerning the long-term credit appraisal of a specific prospective account. This information can frequently determine a member's decision to accept a relatively small, new account, notwithstanding its current unprepossessing financial condition and earnings, because the information convinces him that it will become eventually a good and substantial customer. Without this information, it is quite conceivable that the member's firm might refuse credit to a young and struggling organization, only to find a year or two later, that it had grown into a respected and successful company, stubbornly resistant to any sales approach advanced by the firm which had rejected it.

Moreover, Industry Credit Group meetings make it possible for members to acquire a personal relationship with a substantial number of credit men selling to the same general class of customers. There are few conditions more conducive to the frank and unrestricted exchange of credit information than that of personal friendship and the consequent knowledge that the information passed on is uncolored and free from any mental reservations.

Thus, group membership at once enlarges the member's circle of business acquaintances in the credit field—a factor which is both a business and a social asset. It provides him with an unexcelled opportunity to obtain facts about customers which he would never see in print, and which would be virtually unobtainable from any other source. It provides a sound basis for establishing his trust and confidence in his fellow credit executives in the same industry. It provides him with the opportunity to more effectively police his marginal accounts at regular intervals.

Moreover, the activities of Industry Credit Groups are frequently of great value to member's customers as well. This occurs when, as a result of discussion at an Industry Credit





1

1. Credit men in Victoria, B.C. meet following luncheon.
2. Industry Credit Group members exchange information in Saskatoon, Sask.
3. A Manitoba Division Group discusses credit matters during a Winnipeg meeting.
4. In the South Alberta Division Calgary credit men get to know each other.
5. After dinner, members of an Industry Credit Group in Montreal get down to business.



2



3



4



5



1. An Atlantic Division Group meets in St. John's, Newfoundland.
2. Open discussion at a Regina, Sask. meeting.
3. Credit men and women in the food industry exchange views in Vancouver, B.C.
4. Members of an Edmonton Group get down to business after dinner.
5. A Toronto Industry Credit Group with a good representation of ladies meet to discuss common problems.



1



2



3



4



5



Group meeting, credit personnel have consulted with a debtor before he has become seriously involved financially. In many cases this has made it possible for him to rectify his credit situation and bring back his business to a responsible position.

And, in the process of doing all these other things, Industry Credit Group membership provides a valuable training ground where inexperienced personnel can rub shoulders with seasoned credit executives.

In the broad field of specific information, Industry Credit Groups can supply data on such significant items as:

1. Qualities of management—whether customers are experienced, keep adequate records, are good estimators and administrators, devote full time and attention to the business, etc.

2. Personal habits of customers—relating to personal indulgences and financial commitments, reliability, honesty, industrious attitude, etc.

3. Financial situation of company—type of security, ownership of property, personal worth of customer, etc.

4. Payment policies—by cheque, draft, on account, by invoice or statement; whether customers refuse C.O.D. shipments, take unearned discounts, etc.

5. Customers' future prospects—whether sales are likely to increase or decrease, location advantages, length of lease, expansion planned, etc.

All of this information is, obviously, of vital concern to Industry Credit Group members, yet none of it has anything to do with sales volume, prices or quantities. It relates solely to the member's own specific field, the extension of credit and collection of the account.

Today The Canadian Credit Men's Association Limited operates 183 Industry Credit Groups in all parts of Canada and covering practically all trades. During the past year a total of 1,479 meetings were held in all Divisions, attended by 14,646 Credit Managers or their assistants. This compares very favourably with 1,483 meetings and 13,611 attendance the previous year.

Meeting arrangements vary according to the Industry Credit Groups involved. In British Columbia, for example, most Groups meet in a private room where luncheon is served. The business of each meeting usually occupies an hour and from 30 to 60 accounts are discussed during that time.

The North Alberta Division considers that "the two or even three hours a credit manager may spend attending group meetings once or twice a month are the most productive of his entire monthly schedule."

The Manitoba Division has been trying the experiment of inviting speakers of special interest to a specific industry to meetings of the appropriate Industry Credit Groups con-

cerned. This provides the industry with additional information and briefing on good credit management procedures that are feasible within their class of business.

Of particular interest is the recent emergence of what are called 'National Groups'. These Groups are made up of member firms primarily in Ontario and Quebec, and are joint efforts of the Quebec and Ontario Divisions. The same list of accounts is circulated amongst all these members for National Group meetings, and each of these Groups holds a meeting in Toronto and Montreal during the same month. In many cases Toronto members travel to Montreal, and vice-versa, for meetings.

Division	Number of groups	Number of meetings 1963-64	Meeting place
Atlantic	15 (incl. Nfld.)	62	Halifax, Saint John N.B., St. John's Nfld., Moncton, Sydney
Quebec	44 (19 conduct meetings in French)	387	Montreal, Quebec City, Chicoutimi, Sherbrooke
Ontario	40	338	Toronto, London, Hamilton, Kitchener-Waterloo, Ottawa, Sudbury
Manitoba	20	110	Fort William-Port Arthur, Winnipeg, Brandon
South Saskatchewan	4	18	Regina, Moose Jaw
North Saskatchewan	7	42	Saskatoon, N. Battleford, Prince Albert
South Alberta	13	108	Calgary, Lethbridge, Red Deer
North Alberta	11	118	Edmonton
British Columbia	29	296	Vancouver, Victoria
	183	1479	



# BALANCE SHEET

as at February 29, 1964  
(With comparative figures  
at February 28, 1963)

## THE CANADIAN CREDIT MEN'S ASSOCIATION LIMITED

ASSETS	1964	1963
<hr/>		
CURRENT ASSETS		
Cash.....	\$ 43,306	\$ 41,577
Short-term investments, at cost.....	245,190	171,944
Accounts receivable.....	111,967	131,911
Supplies and prepaid expenses.....	34,167	28,620
Total current assets.....	434,630	374,052
Furniture and equipment, at cost less accumulated depreciation (1964, \$162,311, 1963, \$143,697).....	96,859	105,049
Leasehold improvements, net of amortization.....	21,724	25,846
	<u>\$ 553,213</u>	<u>\$ 504,947</u>
 <hr/>		
LIABILITIES		
<hr/>		
CURRENT LIABILITIES		
Accounts payable and accrued charges.....	\$ 48,076	\$ 86,505
Unexpired membership fees.....	404,941	357,924
CAPITAL AND RETAINED SURPLUS		
CAPITAL STOCK		
Authorized, 10,000 shares at \$10 each		
Issued and fully paid 3,807 shares.....	38,070	36,050
Reserve for branch development.....	23,000	—
Retained surplus for continuation of the Association's activities.....	39,126	24,468
	<u>\$ 553,213</u>	<u>\$ 504,947</u>
Estate and trust funds under administration.....	<u>\$ 823,578</u>	<u>\$1,100,186</u>
 Signed on behalf of the Board Wm. Rushton, <i>Director</i> A. L. Irwin, <i>Director</i>		



# STATEMENT

of operations and retained surplus  
for the year ended February 29, 1964  
(With comparative figures  
for the year ended February 28, 1963)

## THE CANADIAN CREDIT MEN'S ASSOCIATION LIMITED

REVENUE	1964	1963
Membership fees.....	\$ 821,243	\$ 725,739
Collection fees.....	308,671	279,373
Commission on administration of estates.....	100,051	156,293
Other.....	21,780	33,090
	<u>1,251,745</u>	<u>1,194,495</u>
<b>EXPENSES</b>		
Salaries and employee benefits.....	684,331	642,368
Occupancy—premises.....	85,361	82,580
Printing, stationery and postage.....	131,630	129,328
Other operating costs.....	284,353	298,954
Depreciation and amortization.....	28,412	37,239
	<u>1,214,087</u>	<u>1,190,469</u>
Net revenue for the year.....	37,658	4,026
Less appropriated and reserved for future branch development...	23,000	—
Balance transferred to retained surplus.....	14,658	4,026
Retained surplus at beginning of year.....	24,468	20,442
Retained surplus at end of year.....	<u>\$ 39,126</u>	<u>\$ 24,468</u>

### AUDITORS' REPORT

The Shareholders,  
The Canadian Credit Men's Association Limited.

We have examined the balance sheet of The Canadian Credit Men's Association Limited as at February 29, 1964 and the related statement of operations and retained surplus for the year ended on that date and have obtained all the information and explanations we have required. Our examination included a general review of the accounting procedures and such tests of the accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, and according to the best of our information and the explanations given to us and as shown by the books of the Association, the accompanying balance sheet and related statement of operations and retained surplus are properly drawn up so as to exhibit a true and correct view of the state of the affairs of the Association as at February 29, 1964 and the results of its activities for the year ended on that date in accordance with generally accepted accounting principles applied on a basis consistent with that of the previous year.

Toronto, Ontario,  
March 30, 1964.

*Loach Ross Bailey & Smart*

Chartered Accountants.

*As a non-profit organization, the Association's net revenue is exempt from income taxes under the Income Tax Act.*



# MANAGEMENT



W. M. MACDOUGALL,  
*Secretary & Treasurer,  
Toronto, Ont.*



P. J. HOUGHTON, *Manager,  
National Adjustment Bureau  
Services, Toronto, Ont.*



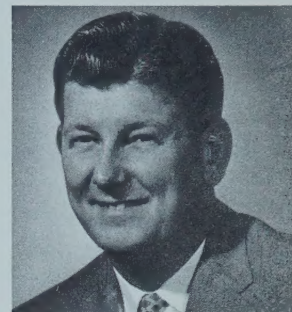
J. E. SOMERS, *Manager,  
Atlantic Division*



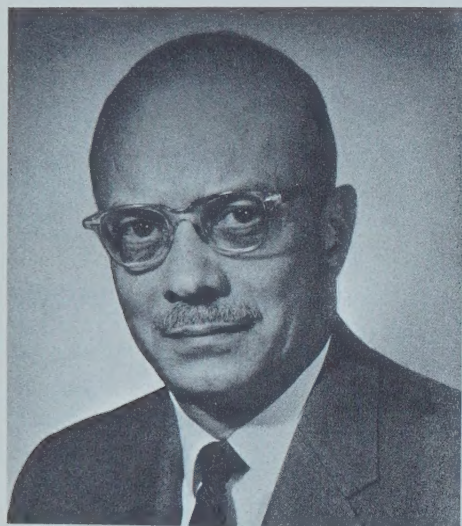
P. H. LOUETTE, *Manager,  
Quebec Division*



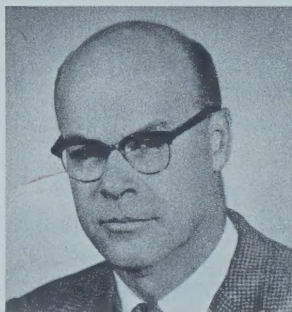
REAL LAMONTAGNE, *Manager,  
Quebec City Office*



N. F. RAMSAY, *Manager,  
Ontario Division*



E. T. C. BURKE,  
*General Manager,  
Toronto, Ont.*



J. HOWORTH, *Manager,  
Manitoba Division*



F. G. ENGLISH, *Manager,  
South Saskatchewan Division*



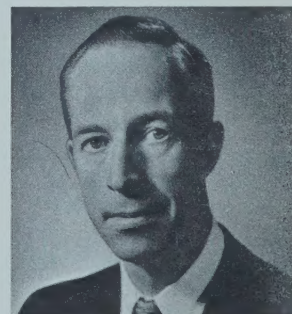
R. A. HOY, *Manager,  
North Saskatchewan Division*



R. C. DORWART, *Manager,  
South Alberta Division*



A. L. PETERMAN, *Manager,  
North Alberta Division*



J. P. SHEFFIELD, *Manager,  
British Columbia Division*



REAL TOPPING, *Manager,  
Victoria Office*



W. J. HAMBLY, *Director,  
Educational Courses,  
The Canadian Credit Institute,  
Toronto, Ont.*



MISS JESSIE ELLERY, *Secretary,  
The Canadian Credit Institute,  
Toronto, Ont.*



# SERVICES

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A national interchange of credit information through Credit Interchange Reports.

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Offices in sixteen cities coast to coast.

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Industry Credit Group Meetings of members for discussion of mutual credit problems.

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Rehabilitation of deserving businesses through co-operative effort of creditors.

---

Credit education through The Canadian Credit Institute to promote status of credit personnel.

---

Specialized credit service for the construction industry.

---

Adjustment of difficult accounts.

---

Collection Aids and Services.

---

Representation at creditors' meetings.

---

Administration of estates in bankruptcy.

---

Business sales-protection provided for vendor, purchaser and creditors.

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Aid to members in the solution of unusual credit problems.

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Sponsors of Credit Conferences, Seminars, and Workshops for Credit Executives.

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Formation of National and Divisional Legislative Committees.

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Financial Statements obtained.

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Credit Research Surveys.

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Legal information from Registry Offices.

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**Offices:** St. John's • Moncton • Chicoutimi • Quebec • Montreal  
Ottawa • Toronto • Sudbury • Fort William • Winnipeg • Regina • Saskatoon  
Calgary • Edmonton • Vancouver • Victoria





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